

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Hayward Building Systems

Corporation for Manufacturing Excellence (Manex)

Hayward Building Systems Adopts Lean Manufacturing Principals

Client Profile:

Hayward Building Systems, located in Lake Shore, Utah, has been a leading supplier of environmentally friendly building materials since 2002. The company has put into action a philosophy of environmental stewardship and sustainability under a "People, Planet, Profits" approach when they elected to design and build a truss factory that went beyond traditional construction materials and techniques in order to reflect the company's sense of responsibility and leadership in environmental issues. Hayward Building Systems employs 50 people at its Utah facility.

Situation:

Hayward Building Systems was experiencing steady growth and recognized the importance of training their workforce in Lean Manufacturing principles to help improve overall operations and productivity. The company contacted the Corporation for Manufacturing Excellence (Manex), a NIST MEP network affiliate, for assistance.

Solution:

Manex developed a flexible Lean Manufacturing Principles program. The primary focus of the program was to train a key group of employees on the basics of Lean which will help them drive process optimization throughout the organization. The comprehensive training program, which took place at a plant in Santa Maria, California, was comprised of four key components; Value Stream Mapping, 5S & Visual Factory, Seven Wastes and Lean culture.

-- Value Stream Mapping: Participants learned how to identify where the value streams are in their operations, map them "from door-to-door," and realize the wastes that exist in their current process. Participants learned the process of constructing a future state of their value streams and instituting an implementation plan to achieve that future state. Along the way, participants will decide what improvements must happen to achieve the desired future state.

-- 5S and Visual Factory: Participants built their knowledge and created a common language as they gained an understanding of what a 5S Workplace Organization system is and how it works. Participants gained a better understanding of how to implement 5S activities throughout the organization.

-- Seven Wastes: The successful implementation of a lean culture in any organization begins with the goal of achieving excellence, with a keen sensitivity to waste. Participants learned the 7 types of waste and how to reduce and eliminate them. This included:

1. Waste from overproduction
2. Waste from waiting times
3. Waste from transportation and handling
4. Waste related to useless and excess inventories
5. Waste in production process

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6. Useless motions

7. Waste from scrap and defects

-- Lean Culture: Once the basic Lean Practices have been determined, the next step is the creation of a Lean (Kaizen=Continuous Improvement) culture throughout the organization. Participants learned how to find kaizen opportunities, as well as how to organize kaizen events and teach and engage other teammates.

Results:

- * Created a strong foundation in Lean Manufacturing principles.
- * Learned new methods to drive productivity improvements.
- * Created a current-state and future-state map and implementation plan.
- * Identified seven types of waste and how to reduce and eliminate them.
- * Learned how to identify Kaizen opportunities and plan Kaizen events.

Testimonial:

"Manex trained our senior staff in the fundamentals of Lean, equipping them with the necessary skills to help drive process improvements throughout the organization. We were so pleased with the results that we will have Manex deliver a more comprehensive Lean program after our busy season."

Randy Harris, Director of Manufacturing